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| **Senior Executive Work Level Standards** | Work Contribution Stream: Professional/Technical/Specialist |
| **Classification/Grade/Band** | Band 1 |
| **Date of Approval** | 23 June 2020 |

Primary purpose of the role

The Director, Office of Secretary provides policy, planning and operational support to the Secretary to facilitate the achievement of organisational and management objectives and serves as a focal point for all matters that require the direct intervention of the Office of Secretary.

Key accountabilities

* Provide leadership and direction to a range of corporate and executive support services ensuring that high quality services are delivered in an effective and efficient manner
* Establish effective governance arrangements for Executive, council and advisory groups and ensure provision of appropriate secretariat and meeting support to facilitate their effective operation
* Monitor Cluster strategic and corporate planning activities and processes, to ensure that planning milestones and reporting requirements are satisfied
* Identify and investigate urgent and emerging management issues which may require the direct intervention of the Secretary and ensure that the Secretary is properly briefed and advised
* Liaise with Senior Executives and other key leaders across the Cluster on a range of issues on behalf of the Secretary, ensuring an open and proactive flow of management information
* Establish and maintain effective relationships and communications channels with Senior Executives and management staff across the Cluster, facilitating the flow of information between central office, Divisions, regional operations and the Ministerial offices.

Key challenges

* Identifying and understanding issues, competing interests and priorities to ensure that the Secretary is fully briefed
* Ensuring a consistent and timely management response to organisational challenges across the Cluster, aligned with Executive decisions, in the absence of a direct reporting relationship

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister/Office of the Minster | * Consult with Ministerial staff to support planning and decision processes and timely responses to sensitive or contentious issues on behalf of the Secretary * Collaborate and maintain open relationships to expedite responses and information transfer |
| **Internal** |  |
| Manager | * Identify emerging issues/risks and their implications and propose solutions * Receive advice and report on progress towards business objectives and discuss future directions |
| Executive | * Collaborate and provide advice to contribute to decision making and strategic directions to support implementation of strategic and business plans, policies, projects and new initiatives |
| Direct Reports | * Lead, direct and manage performance * Encourage team members to work collaboratively to achieve business outcomes |
| **External** |  |
| Other NSW Government Agencies | * Establish networks to enable performance benchmarking, monitor industry trends, maintain currency and collaborate on emerging issues * Share information, identify areas for collaboration and take advantage of synergies |
| Community/Industry stakeholders | * Manage relationships to ensure that the Secretary is apprised of emerging issues and general levels of satisfaction with service delivery |
| Stakeholders | * Represent the Secretary in discussions with establishing the appropriateness and timing of the Secretary's involvement |

# Role dimensions

## Decision making

NA

## Reporting line

NA

## Direct reports

NA

## Budget/Expenditure

NA

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-capability-framework) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

# Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Personal Attributes | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | | Model the highest standards of ethical and professional behaviour and reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Relationships | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences  Speak in a highly articulate and influential manner  State the facts and explain their implications for the organisation and key stakeholders  Promote the organisation’s position with authority and credibility across government, other jurisdictions and external organisations  Anticipate and address key areas of interest for the audience and adapt style under pressure | Highly Advanced |
| **Work Collaboratively**  Collaborate with others and value their contribution | | Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector  Publicly celebrate the successful outcomes of collaboration  Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions  Identify and overcome barriers to collaboration with internal and external stakeholders | Highly Advanced |
| **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | | Influence others with a fair and considered approach and present persuasive counter-arguments  Work towards mutually beneficial ‘win-win’ outcomes  Show sensitivity and understanding in resolving acute and complex conflicts and differences  Identify key stakeholders and gain their support in advance  Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise  Anticipate and minimise conflict within the organisation and with external stakeholders | Advanced |
| Results | **Plan and Prioritise**  Plan to achieve priority outcomes and respond flexibly to changing circumstances | | Understand the links between the business unit, organisation and the whole-of-government agenda  Ensure business plan goals are clear and appropriate and include contingency provisions  Monitor the progress of initiatives and make necessary adjustments  Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately  Consider the implications of a wide range of complex issues and shift business priorities when necessary  Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | Advanced |
| **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | | Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues  Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others  Take account of the wider business context when considering options to resolve issues  Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements  Implement systems and processes that are underpinned by high-quality research and analysis  Look for opportunities to design innovative solutions to meet user needs and service demands  Evaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Business Enablers | **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | | Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management  Develop well-written, well-structured procurement documentation that clearly sets out the business requirements  Monitor procurement and contract management processes to ensure they are open, transparent and competitive  Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance  Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles  Escalate procurement and contract management issues, where required | Adept |
| People Management | **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | | Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives  Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning  When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences  Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context  Monitor performance against standards and take timely corrective actions  Keep others informed about progress and performance outcomes | Adept |

# Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as ‘not essential’ for this role are not relevant for recruitment purposes however may be relevant for future career development.

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| Personal Attributes | Display Resilience and Courage | | Be open and honest, prepared to express your views, and willing to accept and commit to change | Advanced |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Advanced |
| Relationships | Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Results | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business Enablers | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| Technology | | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| Project Management | | Understand and apply effective planning, coordination and control methods | Advanced |
| People Management | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Adept |
| Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Adept |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Adept |